**Clarification Q&As**

Question 1: We are working towards Cyber Essentials certification, but do not currently have it. Would this mean that our tender would fail the selection process?

Authority Answer 1: The first step is to complete the Cyber Risk Assessment to see whether not having Cyber Essentials will result in less than full compliance. The Authority may consider tenders who do not achieve full compliance in the questionnaire so long as they include with their tender, a Cyber Implementation Plan (CIP) of their own creation which details how they intend to get to the required cyber security level by or soon after contract award. The CIP must detail the necessary steps required to achieve the required security measures, or any alternative measures or statement of acceptance of risk, together with associated timescales. The final decision on whether to accept a tender based on the CIP will be the Authority's, if the Authority does not accept the CIP the tender will be classed as a fail and will be considered no further.

Question 2: We are unclear how to access the Cyber Risk or Suitability Assessment Questionnaires, please advise.

Authority Answer 2: Tenderers must complete a Cyber Risk Assessment, to demonstrate compliance via https://supplier-cyber-protection.service.gov.uk/login
Cyber Risk Assessment code: RAR-EVRW746W Rating: VERY LOW

To complete the Suitability Assessment Questionnaire (SAQ) Tenderers must log in to the Defence Contracts Online website, go to your Response Manager and add the following Access Code: EE5H867848.

Question 3: Are there any other delivery instructions we need to be aware of?

Authority Answer 3: All delivery instructions are contained within the tender pack. Please note, we cannot accept copies of tenders on USBs or via email.

Question 4: Would you like the SAQ printed and included in the paper / CD copies of our bid or is submitting this via the DCO portal sufficient?

Authority Answer 4: Submitting the SAQ through the DCO is sufficient.

Question 5: Would you like the Cyber Risk Assessment printed and included in the paper / CD copies of our bid or is submitting this via the government portal sufficient?

Authority Answer 5: Submitting through the government portal is sufficient.

Question 6: Statement of good standing- I cannot see that in the tender documents. Where can I find it?

Authority Answer 6: The Suitability Assessment Questionnaire removes the need for a Statement of Good Standing.

Question 7: We cannot locate DEFFORM 528, DEFFORM 68, Form 1686, etc via the links given on pg117 of the ITT document. Can you provide these?

Authority Answer 7: Please see the attachments to this notice.

Question 8: Task Authorisation form (pg 100, Schedule 2, Annex A) – does this need to be completed for submission with our tender?

Authority Answer 8: Schedule 2 to Annex A of the contract is a Tasking Form, to be completed upon request of the Authority after contract award. It is not required with the tender.

Question 9: Schedule 6&7 (pg112-114) – do these need to be completed for this tender as we would be providing advisory services?

Authority Answer 9: If hazardous materials or substances or wood or timber derived products are to be supplied under the contract, these schedules will need to be submitted one month before the task which contains them is due, therefore they are not required with the tender.

Question 10: On page 32 of the contract, you state “In addition to answering the questions below, tenderers must submit a proposal of how they will deliver the Statement of Requirement including the types of characters your organisation has demonstrated in the past.” Can you clarify hat is the nature of the proposal that you require and does it only relate to Actors (Lot 1)?

Authority Answer 10: The proposal must be of the tenderer's own creation but must be in accordance with para 2 of page 32. The technical response required for each Lot is explained on pages 32- 41.

Question 11: Can you clarify in Lot 4 Q1 – do we need to provide a sample of material for 5 cases as PowerPoint?

Authority Answer 11: PowerPoint format is the preference. Adobe PDF or MS WORD format would also be acceptable.

Question 12: Can we include diagrams in our response?

Authority Answer 12: Yes. Please ensure they are clearly explained within the tender.

Question 13: Can we tender with terms and conditions that we previously agreed with MOD on other service contracts?

Authority Answer 13: This is a new procurement and is unaffected by previous contracts or agreements. Clauses 1-44 of the Standardised Contracting Terms have been approved for use by MOD Lawyers and its Policy department and are not able to be altered for this procurement. Where a clause does not apply to your deliverables, it will simply lay dormant in the contract. The competition is following the Open Procedure therefore no negotiation or alternation of terms is permitted.

As stated in para F21 of the DEFFORM 47; a Commercial Compliance Matrix setting out areas of compliance against the Terms and Conditions of the contract is required with the tender. Only tenderers who are fully compliant shall pass the Commercial evaluation. For the avoidance of doubt, partial compliance shall be judged as non-compliance.

Question 14: Can you confirm if you have a number of Coaches in mind?

Authority Answer 14: The Authority has not specified the number of coaches that will be required as this must be proposed by Tenderers as part of their tender response.

Question 15: Do all Coaches need to come from the same organisation?

Authority Answer 15: Individual coaches do not need to be from the same organisation.

Question 16: Is it possible to tender for a part of a Lot e.g. a certain number of Coaches?

Authority Answer 16: Tenderers can choose to sub-contract where they believe they do not have the adequate capacity in their own organisation to meet the Authority’s requirement. Each Lot must be tendered for in its entirety. No provision has been made to divide the Lots into smaller Lots.

Further to Authority Answer 16: The Authority recognises that a single organisation may not have the capacity to meet the requirement of the Lot on their own and that collaboration with other organisations or sub-contracting may be necessary. The Statement of Requirement reference you quoted requires the tenderer to provide a list of organisations who they intent to collaborate or sub-contract with in order to deliver the full requirement of the Lot.

The Invitation To Tender asks for a single Contractor and therefore a single point of contact for each Lot as the Authority does not intend to conduct mini competitions for each task placed under a Lot.

Question 17 Please advise on the options to select to access MOD DEFCONS and DEFFORMs

Authority Answer 17: At the link below please select ‘create new account’, answer ‘no’ to the next 3 questions and then select ‘Civilian access to KiD’.

<https://sts.defencegateway.mod.uk/register.aspx>

Question 18: Is there any way that you can put potential bidders in touch with each other? I am looking for sub-contracting opportunities?

Authority Answer 18: The Authority has published a Sub-contracting and Collaboration opportunities document on both Defence Contracts Online and Contracts Finder. It is intend that it will contain a list of companies who have notified the Authority that they are interested in collaborating or sub-contracting with other companies to submit a single tender for one of more Lots. Please note that the Authority will only contract with one bidding entity per Lot, for example a legally formed Consortium or a Prime Contractor on behalf of its sub-contractors. The listed companies are not MOD approved or qualified suppliers and MOD accepts no responsibility for the conduct of any resulting arrangement. It is the tenderers responsibility to contact the companies directly using the details in document. If you would like your company to be added to this list, please contact Kate Ashby-Taylor kate.ashby100@mod.gov.uk

Question 19: Do you anticipate actors potentially being asked to run sessions?

Authority Answer 19: The actor will be required to play a role and deliver feedback. A representative from the Authority will be present and will be responsible for managing the session – i.e keeping to time.

Question 20: The Specification describes that “workshops will be on an array of business and management themes”. Please can the Authority provide more clarity about the specific business and management themes (e.g. subject matter areas) referred to in the Specification?

Authority Answer 20: This could be to increase DE&S' capacity to deliver i.e. the delivery of already developed material such as our 'managing and delivering through people' core management module, or it could be new content identified by learning needs. DE&S is shortly releasing a manager self assessment tool which will drive our learning requirements in more detail but the subjects could range from behavioural 'soft skills' such as dealing with conflict to process skills such as handling disciplinary cases, linked to DE&S policy and procedure steps

Question 21: The Specification states that “up to 40 workshops may be delivered in one calendar year. Please can the Authority provide guidance about the number of workshops to be delivered for each of the themes (e.g. subject matter areas)? Is there an expectation that some themes will be delivered to a greater number of delegates than others?

Authority Answer 21: Until DE&S have the manager self assessment results, we are unable to provide further detail.

DE&S would expect there to be typically more than one workshop on a subject. Cohort sizes for management skills would typically be 12-20, subject dependent.

Question 22: It is unclear from the Specification whether the requirement is to provide 40 unique events aligned to the themes (e.g. 40 uniquely different workshops to deliver the agreed subject matter areas, with design activities to create each of these 40 events) or if the expectation is for a specific number of workshops (e.g. 3 different workshops aligned to the themes) are designed with x number of each version delivered within the maximum envelope of 40 courses per calendar year. Please can the Authority clarify the requirement?

Authority Answer 22: Until DE&S we have the manager self assessment results, we are unable to provide further detail .

DE&S would expect there to be typically more than one workshop on a subject.

Question 23: The specification refers to surveys having been conducted about the training that has been delivered in the past. Can the Authority provide more information on what the findings were? For example: is it that survey respondents want more of the existing content? Or the content is not good enough?

Authority Answer 23: DE&S require new content on subjects such as behavioural change and commercial acumen. We also require the ability to vary capacity of delivery for material already designed and IP owned by DE&S

Question 24: What is the intended audience for lot 4 in terms of managerial seniority?

Authority Answer 24: DE&S levels 3 through to SLG are the audience i.e. new managers through to directors

Question 25: The ITT implies that the provider will have just 5 business days to design and develop a training course, which seems insufficient time for that activity. Can the Authority please clarify whether this timeframe is intended, and clarify also whether “design” in this context means modifying existing course content or designing content from scratch?

Authority Answer 25: The Contractor will have ten business days to develop design, for every day of training delivery. All material to be issued and approved by authority 5 days in advance of the course starting. Dates for delivery and formalising the requirement would be issued by tasking order which may be issued several weeks / months ahead of delivery. Design will mean creating course content from scratch. Please refer to page 100 of the ITT.

Question 26: We’re required to submit a hard copy of our proposal along with a CD. Our company’s security protocols forbids us from using removable media.

Can the authority please confirm that we can submit our soft version proposal via email rather than removeable media such as CD?

Authority Answer 26: The Authority cannot accept emailed versions of tenders. Postal copies must be submitted.

Question 27: Are the lots linked in anyway?

Authority Answer 27: They are separate however there may be inter-dependencies i.e if we need actors to support a learning module

Question 28: Are prices to be including or excluding T&S?

Authority Answer 28: Prices must be inclusive of expenses and travel and subsistence

Question 29: Under Lot 2 - Coaching, will coaching services be available for all levels of the organisation, and do you anticipate this being targeted more for particular grades / levels of seniority?

Authority Answer 29: It will be a mixture of grades, however DE&S anticipates this will attended by more senior members of staff i.e Level 3 to SLG

Question 30: Who delivers/designs the programme for the Actors in Lot 1?

Authority Answer 30: DE&S already has some role plays with clear outlines for Actors. We may use material designed for new workshops for actor requirements. Any 1 - 2 - 1 work will be improvisation based and this will be based on a scenario outlined by the Authority's employees i.e. a difficult conversation that the individual needs to practice.

Question 31: Is the successful supplier for Lot 1 tasked to write scripts and scenarios or are these provided?

Authority Answer 31: Yes potentially. However, as per the ITT, it is estimated that script review and production will only constitute 5% of total taskings and 95% will be for the supply of actors only.

Question 32: How many different workshop plans/topics will there be?

Authority Answer 32: DE&S estimate that this will be between 5 - 10, although this is subject to variation.

Question 33: How many different workshop programmes will there be under Lot 4?

Authority Answer 33: DE&S is unable to provide a final answer at this point however we would expect there to be typically more than one workshop on a particular subject.

Question 34: Under Lot 4 can a supplier pitch in to design and delivery workshops only – or do they also need to deliver DE&S pre-designed workshops?

Authority Answer 34: It is expected that this would be a mixture of design and delivery of workshops and the delivery of DE&S pre-designed workshops.

Question 35: Under Lot 4 can workshop content include interactive drama-based elements depending on the Learning Outcomes?

Authority Answer 35: Yes

Question 36: Is the 10 business days to develop/design materials negotiable – assume this means 10 business days before a class is booked?

Authority Answer 36: Potentially, although 10 business days is the default timeline that will be used. DE&S will agree the details for each tasking with the supplier via the Tasking Order Proforma.

Question 37: Could please clarify the seniority of the audience for each of the 4 lots?

Authority Answer 37: DE&S levels 3 through to SLG are the audience i.e. new managers through to directors

Question 38: Regarding Lot 1 (Actors) - Is the supplier being asked to write and deliver the entirety of each workshop, or to only supply the actors who will perform the role play scenarios and provide feedback to participants within a workshop run by others? Question 3 states "Please describe how you will deliver an organisation related workshop" and Question 4 refers to "your workshops", but the Statement of Requirement appears to indicate that the actors will be supporting a workshop run by others.

Authority Answer 38: DE&S Learning and Talent (L&T) Centre of Excellence (CoE) will work with the winning supplier to discuss the exact requirement for each intervention / workshop. Therefore the supplier may be asked to write and develop the content for said intervention / workshop for DE&S. It is estimated that approx 95% of potential taskings would be for supply of actors only and 5% would include script review and production.

Question 3 is the Authority seeking to understand how the bidder will ensure a consistency of service and experience for this requirement and how the bidder will deliver quality interventions / workshops to DE&S. Question 4 is seeking examples of how you have ensured the quality of workshops you have / and will be delivering.